

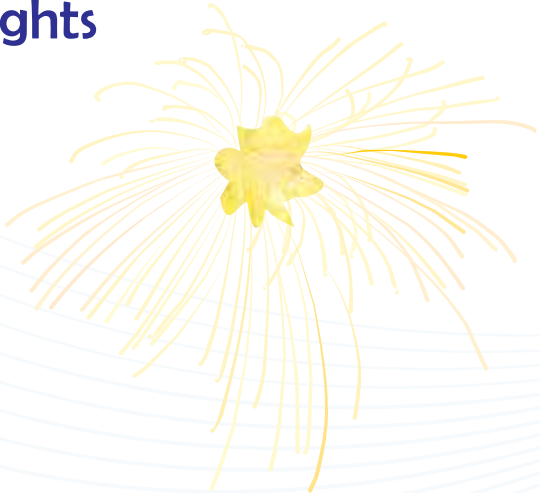
ymphony

Welcome to Symphony

Symphony is a confluence of News and Views. At Jubilant we believe in complete harmony amidst our diverse businesses and groups of people. Like an elaborate instrumental composition, our Company orchestrates the efforts of its people and provides an open platform for exchange of ideas. Symphony is an outcome of this composition.

Mail your suggestions to: symphony@jubl.com

Happy Festival of Lights



Inside this issue

 Cover Story	 Resonance	 Juke Box	 Knowledge Interlude	 HR - Unison	 Community Beat
 Cultural Medley	 Strings of Talent	 Chorus	 Health Harmony	 Final Forte	



Jubilant among Global Top 10

Recently released World Investment Report 2011 by United Nations Conference on Trade and Development ranked Jubilant Life Sciences at No. 6 in the list of Top 10 Global Pharmaceutical Contract Manufacturers.

ANNEX TABLES
Annex table (A.2). Top 10 pharmaceutical contract manufacturers, ranked by revenue, 2009*

Company	Home country	Contract only revenue (\$ million)	Selected major clients	Global engagement	Major overseas production bases
Grain Processing, Inc.	United States	1,540	Most of the top 50 pharmaceutical companies, including Pfizer, Merck, Novartis, GlaxoSmithKline, Bayer, Amgen, Roche and AstraZeneca. Top 20 customers account for 54% of revenues.	9,700	The company has 20 facilities worldwide covering 5 continents.
Lonza Group AG	Switzerland	1,310	Roche/Novartis, Genentech, Eisai, Alkermes	8,300	United States, Spain, Belgium, Denmark, Germany, Switzerland, United Kingdom, Czech Republic, China, and Singapore. Has R&D facilities in India, Japan and France.
Boringer Ingelheim, Venetianum, GmbH	Germany	1,088	Novartis, Bayer, Schering-Plough, AstraZeneca, Amgen, Merck, Novartis, Genentech	6,200	Production sites in North and South America, Europe and Asia. Production facilities for contract manufacturing are in Austria, United States, Italy, Spain, Indonesia, Brazil and Greece.
Royal DSM	Netherlands	1,000	Novartis, Bayer, Schering-Plough, AstraZeneca, Amgen, Merck, Novartis, Genentech	4,374	Has facilities in United States, China, India, Austria and other European countries.
Pharmaceuticals Ltd	India	725	Novartis, Bayer, Schering-Plough, AstraZeneca, Amgen, Merck, Novartis, Genentech	7,811	Production facilities in Canada and the United Kingdom include also process & process development. In China operation limited to material sourcing.
Jubilant Life Sciences (formerly known as Jubilant Organosys Limited)	India	710	Clients include Amgen, AstraZeneca, Duke Medicine, Endo Pharmaceuticals, GlaxoSmithKline, Guerbet.	5,950	The company has production facilities in the United States and Canada.
Cooperation			Has about 200 facilities in which 18 of the world's 22 largest pharmaceutical companies, 6 of the world's 10 largest biotechnology companies and 5 of the world's 10 largest specialty pharmaceutical companies.	4,000	and manufacturing facilities in United Kingdom, France and Italy.
Patheon Inc.	Canada	530	Has many pharmaceutical company customers including some of the largest ones like Novartis, Amgen, Merck, Novartis, Genentech	3,000	Has facilities in a number of countries, including Germany, Italy, Switzerland, United Kingdom, Italy and Turkey. It has a R&D facility in Germany.
Forest Holding	France	418	Has over 200 international pharmaceutical companies including some of the major global ones.	2,000	Italy, France and Japan.
Hoechst Pharma AG	Germany	348			
Total of the top 10		8,416			

Source: UNCTAD, based on Bloomberg, company's annual reports and information.
*Only includes revenues from contract manufacturing activities.
*Ranking based on a standard contract manufacturing and specific information on this company is not available.

Jubilant Life Sciences receives D&B Rating 1

Dun & Bradstreet (D&B), world's leading source of global business information, knowledge and insight, has registered Jubilant Life Sciences Limited as a 'D&B Rating 1' Company with highest level of credit worthiness. The Rating was released on July 20, 2011 under its recently launched program. We were felicitated with the Rating



Certificate indicating our 'Rating 1' status, on August 18, 2011, with a personalized congratulatory communiqué from D&B India. Jubilant Life Sciences Limited is registered under D-U-N-S Number 65-006-9743.

This certificate underlines the Company's financial stability with its customers, suppliers and regulatory agencies.

After the successful launch of the 'Rating 1' Program in UK / Europe last year, D&B has now launched this program in India last month. The program is a special initiative from Dun & Bradstreet and has been initiated with around 80 companies. Jubilant Life Sciences is one amongst the first 80 such companies in India to receive this rating.

About 'D&B Rating 1' Program

D&B Rating 1 is the highest possible rating and is a dynamic score that is continuously updated and reflects the most current situation of a company. In today's uncertain global economic climate, the 'D&B Rating 1' certificate helps position businesses as trusted and credible trading partners.



Jubilant Q1 FY2012 Top Line at Rs 948 crores grew by 16% with EBITDA at 190 Crores up 32%. Strong all round growth momentum to continue.

The Company's Q1 results declared on August 9, 2011 reflected the onset of all round growth trends which augurs well for the company.

International business contributed 69% to net-sales with sales from regulated markets of USA, Canada, Europe and Japan amounting to Rs. 522 crore, sales from Europe and Japan grew by 50%, followed by 16% growth in Emerging markets and 9% growth in USA and Canada.

The EBITDA at Rs. 190 crore was up 32% with margins at 20.1%. Net profit for the quarter grew by 53% at Rs. 77 crore. For Q1 FY'12, Basic/Diluted EPS stood at Rs. 4.84 per equity share of Re. 1.00 FY recording growth of 69% on Diluted EPS.

**Income from Operations -
Rs. 948 crore, up 16%
EBITDA - Rs. 190 crore, up 32%
EBITDA Margins at 20.1% as against
17.6% in Q1'FY11
PAT - Rs. 77 crore, up 53%
EPS at Rs 4.84, up 69%**

Revenue Mix

Revenue from Life Science Products grew by 19% at Rs. 739 crore contributing 78% to sales backed by both volume growth and pricing strength. The Life Sciences Ingredients share of revenue at 64% at Rs 608 crore reflected a growth of 16%, Generics with sales of Rs 131 crore contributed 14% to the revenue mix and recorded a growth of 33%. Product business EBITDA margins were slightly higher at 23.1%.

Life Science Services Revenue at Rs 205 crore, grew marginally at 4%. CMO business contributed 16% to the Revenue Mix at Rs 151 crore, and Drug Discovery and Development Solutions business reported Rs 52 crs in net sales, contributing over 5% to the revenue mix for the quarter. Services business recorded high growth in EBITDA with 17.3% margins.

“ We are happy to share that, the Company has delivered strong revenue and earnings growth both sequentially and year on year basis in the first quarter of FY2012. Our Products business teams have performed well with a clear objective of aggressive sales growth; innovation led product launches, expansion in high growth geographies and increased vertical integration. Service business teams have taken focussed margin improvement initiatives to substantially increase the profitability.

We expect to continue our growth momentum with the commissioning of new capacities; innovation led product launches, expansion in high growth geographies and increased capacity utilisation in services business. We are confident of continued delivery of robust growth in sales and substantial growth in operating profit in the following quarters. ”

Mr. Shyam S Bhartia
Chairman & Managing Director

Mr. Hari S Bhartia
Co-Chairman & Managing Director

Cont...



Operational Highlights

During the quarter, the Company filed 1 DMF in the US taking the total US DMF filings to 52 besides filing 2 DMFs in Canada and 1 unique EDMFs in EU along with few in other markets including Australia. API plant at Nanjangud, India, received the ANVISA Brazil approval during the quarter.

There were 3 ANDA filings in the US, all in the CNS category of products, patent expiries for 2 of which are due in 2012. It received 1 ANDA approval for Donepezil to be supplied from its solid dosage formulation plant in Roorkee, India and 1 Dossier approval for Sildenafil with patent expiry expected in Jun 2013. Roorkee plant which already has USFDA and UKMHRA approvals, also received Japanese PMDA certification during the quarter.



Jubilant Worldwide Presence

Outlook



The overall underlying strength of our business has been strong due to leadership and cost competitive positions in many of our products and services. In subsequent quarters, the Company expects to continue to build on the robust sustainable revenue and margin growth momentum recorded in the first quarter.

In Products business, revenue growth would be on account of commissioning of new capacities, innovation led product launches and geographic expansion while operating profit growth would be backed by improved capacity utilisation and increased vertical integration.

In Services business, focused margin improvement initiatives of increased capacity utilisation, higher margin product mix and cost optimization would continue to lead to higher profitability.



Jubilant Life Sciences AGM

The 33rd Annual General Meeting of Jubilant Life Sciences convened at Gajraula, U.P., India on August 23, 2011 was presided by **Mr. Shyam S Bhartia, CMD**, accompanied by the Board of Directors of Jubilant Life Sciences Limited.

The CMD shared the performance of Jubilant Life Sciences as a pure Life Sciences Company, post demerger of agri and performance polymers business last year.

He also proudly announced that Jubilant Life Sciences was ranked at No. 6 amongst the top 10 global contract manufacturing and outsourcing players of pharma industry as declared in the World Investment Report 2011 by UNCTAD. He also shared the 'Vision 2014' of the Company.

Lastly CMD, on behalf of the board of Jubilant Life Sciences, announced a dividend of Rs. 2 per equity share of face value Rs. 1 each which is 200% for the year, resulting in a payout of Rs. 370 million including dividend tax.

He ended his speech with the promise that Jubilant Life Sciences would continue to stay committed to partnering for value creation and thanked all the stakeholders of the Company.



Mr. Shyam S Bhartia
CMD, Jubilant Life Sciences,
accompanied by

Mr. R. Sankaraiah
Executive Director - Finance

Mr. Shyamsundar Bang
Executive Director -
Manufacturing & Supply Chain

Mr. Surendra Singh
Director

Mr. Lalit Jain
Company Secretary

VISION 2014

The Company's future growth strategy will be driven by four key factors of **Capacity Enhancement; Innovation Led New Launches; Expansion of Geographic Markets** and **Vertical Integration**.

We see continued volume growth in the Life Science Products business on the back of new product launches and existing product ramp-ups. Good growth through geographical expansion into international markets is expected to be led by penetration into Europe, Japan and emerging markets. The realignment of the Services business with market requirements will bear fruit in terms of better performance and margin enhancement.

The '**Vision 2014**' would enable the Company to witness:

1. *Enhanced Revenue Momentum driven by robust geographical growth as well as innovation led new product launches*
2. *Operating Profit Improvement due to revenue growth in Products business, margin improvement in Services business, competitive advantage with vertical integration and innovation led cost reduction programs with the help of Six Sigma.*
3. *Attractive Return on Capital Employed through higher operating profits and better capital utilisation and*
4. *Strong Balance Sheet with contained debt levels.*



Jubilant and AstraZeneca announce successful delivery of early milestones in Drug Discovery

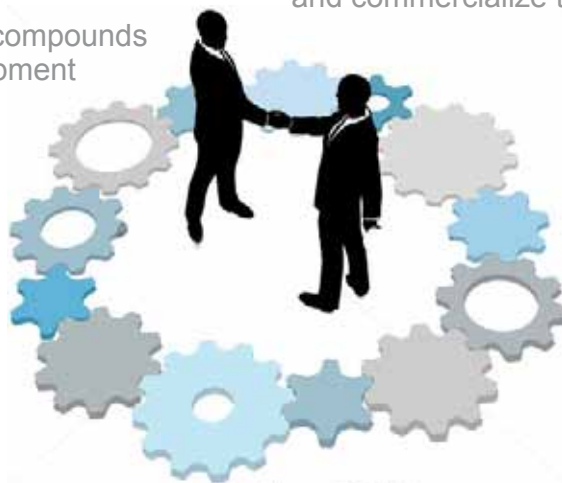
Jubilant Biosys Ltd, a subsidiary of Jubilant Life Sciences Ltd, announced the successful delivery of an early stage milestone in the Pain therapeutic area for AstraZeneca in June 2011.

Commenting on this development, *Mr. Sri Mosur, CEO and President, Global Drug Discovery and Development, Jubilant* said: **"We are pleased, that we have delivered outcomes and early success to the portfolio efforts at AstraZeneca. This is the result of excellent collaboration between scientists at Jubilant and AstraZeneca."**

AstraZeneca and Jubilant initiated the collaboration two years ago in the Neuroscience therapeutic area which has now expanded to Cardiovascular and Metabolic diseases, and focuses on the delivery of a steady stream of preclinical outcomes to AstraZeneca.

As a part of the agreement, AstraZeneca would own the compounds developed under the collaboration with worldwide development and commercialization rights, while Jubilant will derive research funding and success-based development and commercialization milestones.

Jubilant is proud to be the 'partner of choice' to the pharma and help it achieve its business goals.



Jubilant forms Drug Discovery Alliance in Neuroscience with Belgium based Janssen Pharmaceuticals NV

Jubilant Life Sciences, subsidiary Jubilant Discovery Services Inc, Bedminster, New Jersey has entered into an alliance with Janssen Pharmaceutica N.V., Beerse, Belgium to deliver preclinical candidates to Janssen. The alliance is set to span an initial period of three years and will focus on multiple targets in the area of Neuroscience.

Under the terms of the alliance agreement, Janssen will transfer ongoing efforts on selected drug discovery targets to Jubilant. Jubilant shall then carry out the research services and deliver preclinical candidates to Janssen for possible further development and commercialization.

In addition to receiving research funding, Jubilant may also be eligible to receive milestones and royalties should Janssen successfully develop and commercialize the candidates.

Congratulations to Jubilant Biosys Team!



Jubilant and Endo Pharmaceuticals announce Late Stage Discovery Milestone in Oncology Program

Jubilant Biosys added another feather to its cap that has further strengthened the reputation of the Company as a leading player in Drug Discovery and Development Services. A late stage discovery milestone for the program focussed on cancer for US based Endo Pharmaceuticals & Specialty Healthcare Solutions company was received in June 2011. Endo and Jubilant had entered into a multiyear multi target oncology focused partnership in 2009.

Commenting on the achievement, *Mr. Sri Mosur, CEO and President, Global Drug Discovery and Development, Jubilant*, said,

"We are pleased that we continue to enhance the portfolio outcomes for Endo Pharmaceuticals. It is an important achievement in our collaboration and demonstrates our scientists' commitment to Oncology research to deliver differentiated therapies to cancer patients worldwide. It will be our continued endeavour to support the collaboration in accelerating the development phase towards successful commercialization."

Congratulations to Jubilant Biosys Team!



Jubilant HollisterStier signed a multi-million dollar contract to manufacture an OTC women health product in Sep 2011

Jubilant HollisterStier recently entered into a multi-year contract with a leading US pharma company to manufacture a prominent over the counter (OTC) women health and personal care product, at its Montreal facility in North America. This is a 'take or pay' contract with a minimum quantity commitment and has a total value of over US \$ 70 million for a period of over 4 years with a possibility of extension for another 2 years for a higher quantity. The production of the product under this agreement started at Jubilant HollisterStier manufacturing facility in Montreal, Canada in Sep 2011.

Commenting on the development, *Mr. Shyam S Bhartia, Chairman & Managing Director and Mr. Hari S Bhartia, Co-Chairman & Managing Director, Jubilant Life Sciences Ltd*, said, **"This contract is an outcome of our strategy to expand our offerings across products and geographies. We are happy to extend our CMO services for an OTC women health product with a leading customer in North America. Over the years we have successfully helped provide safe and effective products to consumers and are committed to do so for this product as well."**

Jubilant HollisterStier facility in Montreal manufactures global quality OCL (ointment, creams liquid) products as well as sterile liquid and lyophilized products.

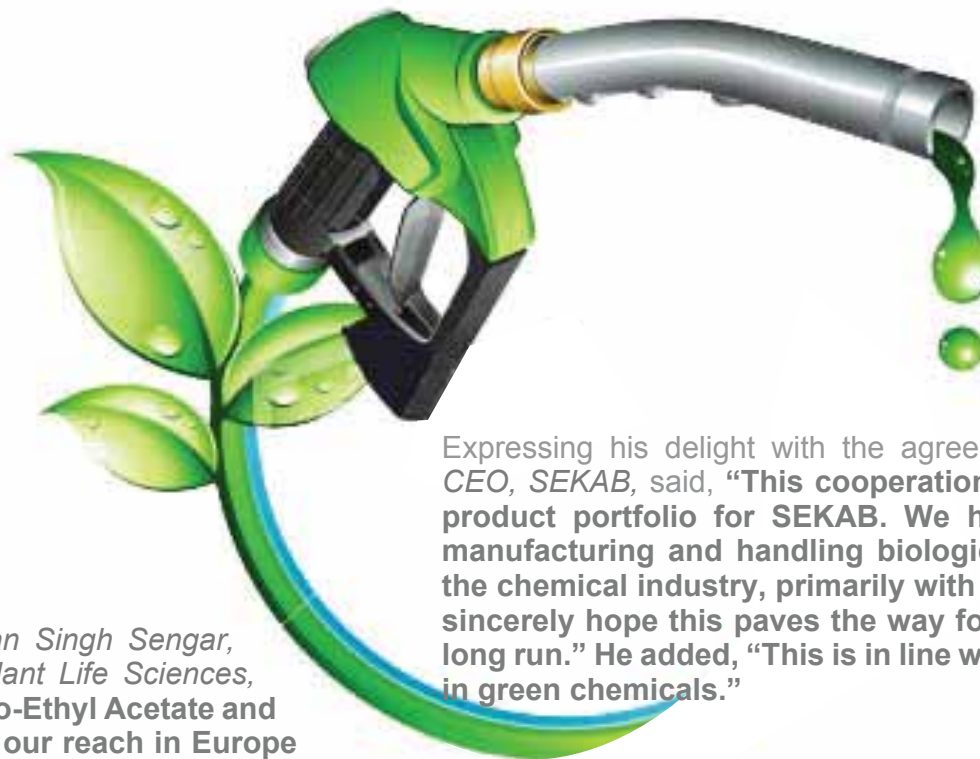
Congratulations!! And Best Wishes, to the entire team of Jubilant HollisterStier CMO business.



Jubilant Partners SEKAB for European Markets for Bio-Ethyl Acetate & Acetic Anhydride

In Sep 2011 Jubilant appointed Sweden based SEKAB BioFuels & Chemicals AB as sales and marketing agent for two of its leading life science chemical products, Bio-Ethyl Acetate and Acetic Anhydride, for the European markets. Both these products will be manufactured at Jubilant Life Sciences plants in India. The Company already has European REACH registration for these products. This arrangement is a 'win - win' for both partners as it will enable Jubilant to service its customers in these markets better, while SEKAB expands its product portfolio and extend its reach in Europe. This new marketing tie up will boost the availability of these products in the market.

Commenting on the agreement, Mr. Chandan Singh Sengar, President, Acetyls & Ethanol Business, Jubilant Life Sciences, said, "As one of the leading producers of Bio-Ethyl Acetate and Acetic Anhydride we were keen to expand our reach in Europe and with SEKAB's long experience of Acetyls business and their existing marketing network, we look forward to higher market penetration and efficient servicing of customer requirements." He further added, "Bio-Ethyl Acetate is considered to be one of the most environmental friendly products and this is a part of our 'Green Product Initiative' for sustainable growth."



SEKAB



Expressing his delight with the agreement, Mr. Anders Fredriksson, CEO, SEKAB, said, "This cooperation translates into an expanded product portfolio for SEKAB. We have extensive experience in manufacturing and handling biologically produced chemicals for the chemical industry, primarily with ethanol as a raw material. We sincerely hope this paves the way for a deeper cooperation in the long run." He added, "This is in line with the Company's investment in green chemicals."

SEKAB Biofuels & Chemicals AB is one of the largest clean tech companies and one of Europe's leading producers of ethanol. It already has an established sales organization and a customer base in Europe. It will provide Jubilant with promotional, sales and logistic support. SEKAB has secured storage capacity in Europe and expects the first volumes of Bio-Ethyl Acetate and Acetic Anhydride to be delivered by Jubilant in October.



US FDA Approval received for Jubilant's Donepezil Hydrochloride Tablets

Jubilant received first product approval of Roorkee facility from US FDA for Donepezil Hydrochloride

In June 2011, the Company received approval from the U.S. Food and Drug Administration (US FDA) for Donepezil Hydrochloride Tablets 5 mg and 10 mg, a generic equivalent of Aricept®. (Aricept® is a registered trademark of Eisai Inc.) to be manufactured at its Roorkee facility.

Donepezil Hydrochloride Tablets will be manufactured at Jubilant Life Sciences state of the art dosage form facility at Roorkee in India, with backward integration into the API manufactured at the Company's USFDA approved API facility at Nanjangud in India. The product will be marketed by Jubilant's US subsidiary Jubilant Cadista Pharmaceuticals Inc. under its label.

Donepezil Hydrochloride tablets are indicated for the treatment of dementia of the Alzheimer's type, in patients with mild, moderate and severe Alzheimer's disease. Jubilant's generic formulation of Aricept® will benefit the U.S. healthcare system by providing a more affordable treatment option to patients, which will have a positive impact on escalating U.S. healthcare costs.

With the launch of Donepezil, Jubilant generic portfolio in the US has expanded. The total annual market sales for Aricept® 5 mg and 10 mg tablets were \$2.6 billion (IMS-MAT: September 2010).

Mr Shyam S Bhartia, Chairman & Managing Director and Mr Hari S Bhartia, Co-Chairman & Managing Director, Jubilant Life Sciences expressed their delight at the launch, "This will be our first product from the Indian dosage form facility set up in Roorkee, Uttarakhand, for the US market and it paves the way for further approvals from this facility."

Jubilant received ANDA approval for Pantoprazole Delayed Release Tablets 20 mg & 40mg in June 2011

Jubilant received Abbreviated New Drug Application (ANDA) approval for Pantoprazole Sodium Delayed Release Tablets 20mg and 40mg, a generic equivalent of Protonix (Product of Wyeth), from the US FDA (U.S. Food and Drug Administration) in September 2011.

Pantoprazole Sodium Tablets will be manufactured at the state-of-the-art dosage forms facility of Jubilant Life Sciences, at Roorkee, India, with backward integration into the API manufactured at the Company's USFDA approved API facility at Nanjangud in India. The product will be marketed by its US subsidiary Jubilant Cadista Pharmaceuticals Inc. under its own label.

The total sales of Pantoprazole Sodium tablets in USA were over US \$ 1.46 billion as on March 2011, as per New Port Global Database.

Pantoprazole Sodium Tablets are indicated for the short-term treatment of Erosive Esophagitis associated with Gastro Esophageal Reflux Disease, maintenance of healing of Erosive Esophagitis and Pathological Hypersecretory conditions including Zollinger-Ellison Syndrome.

This is the second ANDA approval of the Company this Quarter.

Congratulations to the Dosage Forms, APIs, R&D, Roorkee and Nanjangud Teams!!



Jubilant Life Sciences First Annual and Sustainability Report

In July 2011, the Company released the FIRST Annual Report and Sustainability Report of the Company as Jubilant Life Sciences Limited, post the name change last year. Today, Jubilant Life Sciences is well positioned to capitalise on the global outsourcing opportunity. Over the years, the Company has strengthened its integrated business model to offer products and services across the pharma value chain including end-to-end drug discovery and development solutions.

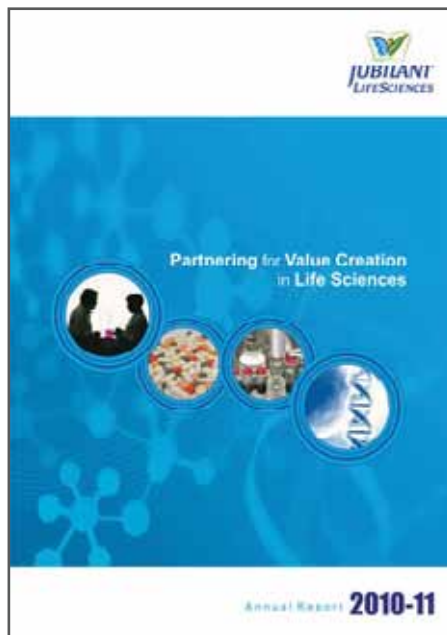
This enables the Company to partner innovator pharma and life sciences companies worldwide for a sustainable value creation. The Company remains committed to strengthen its value offering through global scale of operations, focus on innovative solutions, and quality of its products and services in order to deliver value to its partners across the world.

The theme of this year's Annual and Sustainability report is 'Partnering for Value creation in Life Sciences' which reflects the above sentiment of the Company.

This year the Company has taken another Green Initiative – of developing e-report of its Sustainability Report in order to save paper and trees. Electronic CDs were circulated along with the Print Version of the Annual Report which is a statutory requirement.

However a large no. of shareholders who had agreed to accept the soft copy of the Annual Report were e-mailed the report thus cutting down on the printed copies.

Both these reports have been very well received by the stakeholders.



Annual Report 2010-11



Corporate Sustainability Report 2010-11



Jubilant Signs a long term supply agreement for a new product valued at **over 80 million USD**

Jubilant Life Sciences signed a long term supply agreement in August 2011 in the proprietary products business with a Leading International Life Sciences company. The product under this contract is based on an in-house developed technology, integrated with captively produced raw material resulting in competitive advantage both in terms of cost of production and capital investment.

The total contract is valued at over US\$ 80 mn to be supplied in 3 years from the quarter April – June 2012. This contract has a minimum volume ‘take or pay’ commitment and has an opportunity to go over US \$ 100 mn. This product has a huge demand in the market which is vindicated by the release of advance payment by the customer on the signing of the contract.

Congratulations!!!
Mr. Rajesh Srivastava and his Team.

Excellence Acknowledged US FDA EIR, UK MHRA GMP and ANVISA Brazil Certificates received for Formulations facility at Roorkee

In June 2011, Jubilant received US FDA communication on EIR. The covering letter of the communication stated *“Based on profile class covered during the inspection, we are classifying your facility as acceptable”*.

During the same month the facility also received UK MHRA GMP certificate, which states *“complies with principles and guidelines of Good Manufacturing Practices laid down in Directive 2003/94/EC”*.

In August 2011, the facility also *received ANVISA Brazil approval for tablets and capsules.*





Jubilant Bhartia Group website is now available

We recently launched Jubilant Bhartia Group website that throws light on all five verticals of the group. The website will enable employees to seek the latest happenings in the group businesses from this website.

With the launch of this group website, the employees can now access reliable information related to various business entities of the Jubilant Bhartia Group, such as Jubilant Life Sciences, Jubilant FoodWorks, Jubilant Industries, Jubilant Energy, Jubilant Enpro, Jubilant MotorWorks and Jubilant Retail

To get connected, Log on to www.jubilantbhartia.com

Jubilant Bhartia Group, valued at over USD 3 bn is headquartered at Noida in India. It has a strong presence in diverse sectors like Pharma and Life Sciences, Food and Retail, Oil and Gas, Agri and Performance Polymers and Consulting Services in Aerospace and Oilfield industries. The group employs over 20,000 people globally with over 1400 in North America and is steadfastly gaining global recognition in its various businesses.



Paying Tributes to Dr. J M Khanna

Dr. Jag Mohan Khanna, Executive Director – the visionary who earned global recognition for taking Indian R&D to the world.

Dr. Khanna had set out to shape his Dream armed with a Post Graduate Degree in Organic Chemistry from Agra University and a Doctorate in ‘Drug Discovery Research Studies on Psychotropic Agents’ from the Central Drug Research Institute, Lucknow. He was passionately engaged in taking Indian R&D to the global standards and made India an important hub for global pharma R&D.

He sowed the seeds of what Indian Pharma and Biotech R&D stands for today..

For over 44 years, he nurtured his dreams tirelessly at various scientific research forums in India and abroad and the fruits of his efforts include innovations in development of APIs, new chemical entities, new drug delivery systems, biotechnology and herbal drugs. He has 31 patents and approximately 60 research publications to his credit.

He joined Jubilant Life Sciences in the year 2002 to spearhead its Pharma Business and Pharma Research as Executive Director, post his stint as Head of R&D at a leading Indian Pharma company.

He was a member of the Scientific Advisory Committee to the Cabinet on Science and Technology, and Expert Committee to the Cabinet on Science and Technology of the Government of India. He has been the recipient of several awards including the FICCI Award (1995 and 1999), Department of Scientific and Industrial Research Award (1989, 1997 and 1998), the “Man of the Year Award” (1996) from the American Biographical Institute, USA, and the Indian Chemicals Manufacturers Association P.C. Ray Award (1988 and 1992), during his career.

Dr. J M Khanna departed for his heavenly abode on September 1, 2011.

May His Soul Rest in Peace!

**“All our dreams can come true,
if we have the courage to pursue them.”**
~Walt Disney~

*His dreams and professional legacy will continue to inspire millions.
Deeply respected and missed by Jubilant Life Sciences Family.*

Dr. Jag Mohan Khanna

Executive Director -
Science & Technology
Jubilant Life Sciences

July 5, 1941 - Sep 1, 2011



July 5, 1941 - Sep 1, 2011



Mr. R. Sankaraiah wins the Best CFO Award in Pharma & Healthcare space at all Asia Executive Team Survey by Institutional Investor 2011



For more than 30 years, Institutional Investor has recognized people and firms in the financial services industry for excellence. The integrity of Institutional Investor's editorial and research-supported rankings and awards have earned the highest regard in the industry, and continue to set the standard by which excellence is measured. Institutional Investors is one of the most trusted sources for research and ranking in Asia and therefore, the ranking is highly

respected and honoured across the industries. For the complete story log on to www.institutionalinvestor.com

With this award Mr. Sankaraiah has added another feather to his cap. He has earlier received similar awards from CNBC TV 18 and Institute of Chartered Accountants of India for the year 2009.

Jubilant Life Sciences declared winner for the DHL - CNBC-TV18 International Trade Awards 2010-11

In September 2011, Jubilant won the DHL – CNBC TV18, International Trade Awards 2010-11 in the Chemicals category. This award is a recognition of the Company's contribution to the world trade through its exemplary Exports in the area of Life Sciences. The Awards powered by ICRA were based on Qualitative and Quantitative criteria evaluated by ICRA.



Jubilant won the award as an outcome of a detailed presentation before the Jury by Mr. Ved Khare, President, International Business, Jubilant Life Sciences in July 2011. Mr. Khare received the award for the Company at a glittering awards ceremony held in Mumbai on September 29, 2011.

About the awarding institution:

CNBC-TV18 in partnership with DHL had jointly instituted the INTERNATIONAL TRADE AWARDS in 2006. These awards are a path breaking initiative that honour the community that has not only built Forex reserves for the country, but also made India the new world trade hub. The market leaders and institutions in the import and export industry have made a significant contribution to international trade facilitation in India. The DHL and CNBC TV – 18 International Trade Awards 2010-2011, aims to recognize innovation and excellence demonstrated by service providers of this sector.



Jubilant Life Sciences wins 2 Awards at 6th Annual CIO100 Awards 2011

CIO100 Award & Green Edge Award

IDG India's CIO magazine awarded the CIO100 Award to Jubilant Life Sciences at the 6th Annual CIO100 Awards in Pune on August 27, 2011. The annual award program recognizes organizations that exemplify the highest level of operational and strategic excellence in Information Technology (IT). This year's theme was 'The Creative 100', which recognized a hundred IT leaders from leading Indian organizations for their creative use of enterprise technologies to meet their organizations' business challenges. In addition to the CIO100 Award, Jubilant Life Sciences, was also conferred with the **Special Green Edge Award**.

"This awards reflect the company's culture of constant innovation in utilizing its process in information technologies to offer world class business solutions"

R Sankaraiah
Executive Director - Finance

For a global company like Jubilant, world class robust infrastructure which delivers high performance, reliability and availability to ensure that our customers are able to reach us at all times and in the process we create value for our stakeholders is absolutely critical.

To meet the demands of such a dynamic business, IT team has set up a new data centre that is robust, dynamic, flexible, and secure with high uptime, and potential to take care of the Company's growing IT needs over the next five years. In addition, the data centre has adopted the concept of energy logic for power saving of IT equipment. **Energy Logic** is an approach based on research and modelling to reduce Data Center Energy Consumption. It is a sequential road map that starts with IT equipments and moves through support infrastructure. Energy Logic is a practical concept and Jubilant decided to implement this strategy. The logic says - a 1W saving done at the server level reduces 2.8 W of total

consumption. It is a 9 to 10 step process and power saved at each level has a cascading effect.

This innovation is acknowledged in the form of **Special Edge Green Award** by the magazine amongst the other innovations undertaken by the IT team of Jubilant - Mr. Umesh Mehta, CIO, India received the awards.



**Congratulations !!!
Team IT !**



i-Planner:

**An indigenous Supply Chain Planning Optimization Solution
Ideal for small / mid size Enterprise**



Jubilant Life Sciences is an integrated pharma & life sciences company providing life science products and services to its customers in across 75 countries. The diversity runs deep into the business model which also presents enormous challenges. A common thread of Business Excellence Model enables standard methodology to address improvement in any part of the Value Chain, right from New Product Development to Continuous Improvements in the existing processes. Diverse Excellence Programs like Lean Six Sigma, TPM (Total Productivity Management), SCOR (Supply Chain Operations Reference), HER (Human Errors Reduction), Balanced Scorecard and Project Management run in various Businesses to drive the Vision of Organization Excellence and embed it in the culture of the Organization. This sustained culture of innovation & excellence is the resultant of deep commitment of the people at Jubilant. These varied businesses have specific challenges and require customized innovative solutions to cater to these requirements.

In the past few years, our Company has made several acquisitions in USA & Canada which strengthened our presence in North America. As with any acquisition, along with several positives for organization, various cultural & operational challenges are also brought along, hence it was vital for us to integrate various Processes and Practices with Jubilant and also quickly address them through implementation of appropriate Business Excellence Practices.



i-Planner:

Dealing with Challenges

One such endeavour; the supply chain transformation @ Jubilant HollisterStier CMO (Montreal, Canada) was undertaken to address the Demand & Supply gap. This contract manufacturing business has four different value streams (Two streams of Sterile and Non-sterile each). The demand was overflowing and resource utilization (Manpower & Machine) was a key challenge. As a result, the backorders were building up and On-Time Delivery (OTD) was at the lowest.



Post conducting a detailed Value Stream Mapping, it was diagnosed that the absence of a robust Sales and Operations (S&Op) Planning Process hampered our ability to serve our Customers on time in full. The Bottlenecks in batch manufacturing changes with Product mix and hence Capacity is variable and dependent upon Product Mix. Hence the need for a Dynamic Capacity Management tool (DYNAMO) was felt, which could define the true throughput of the Plant showing various Bottlenecks for each of the Product Groups so that the Operations team could work to alleviate these bottlenecks and improve the throughput.

Developing Innovative Solutions

DYNAMO an excel based tool that was created within two months time it showcased the ability to Supply across the value chain. It was a dynamic model that took real-time input directly from demand data, from any database, to support Demand - Capacity planning. Dynamo is an interactive model created to make overall capacity planning realistic and dynamic enough to showcase scenarios for changes in demand or resources available.

- The model helped in establishing the Demand and Capacity gap to identify the bottle-necks (biggest and subsequent) in the Value Stream, which lead to ideas generation for “exploiting” these bottle-necks. This helped the management in taking data base decisions for finalizing the Capacity, Debottlenecking plans, Resource and Investment plans in line with Business objectives like Revenue, Profitability, Capacity Utilization, etc. Dynamo has been functioning as integral planning tool at S&OP level, which defines the overall and value-stream wise capacities for organizational planning. Without the tool it would have been impossible to identify bottlenecks in future since they changed with the product mix every month.
- Business Excellence initiatives are also directed towards exploiting the largest constraint in the value chain so as to increase the overall throughput of the organization thereby reducing the backlog and improving the Delivery performance significantly.



i-Planner:

Another Place Another Time

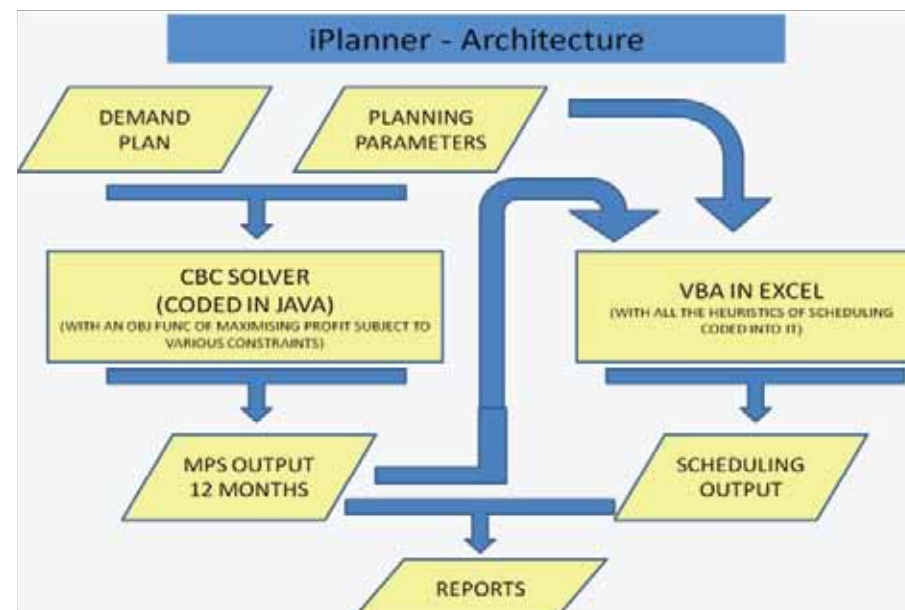
Similar business challenges were faced in Jubilant Cadista (Salisbury, MD). This unit offers solid oral dosage forms in the US and also has a USFDA approved manufacturing facility in the country. It markets several generics and many of these are amongst the top three in its category. Success story at Jubilant HollisterStier CMO gave us the confidence to seek higher level of optimization in the formulations unit. This unit was also facing a challenge of delivery performance, and backorders were piling up in the system. The need of the hour was to develop a comprehensive planning environment that enhances delivery reliability with optimal inventory.

The bigger challenges encountered here were as follows:

- The business was in a tremendous growth phase therefore the spurt in customer demand with lesser predictability was a challenge to meet, with a Customers service window of only three days.
- A typical Batch Manufacturing setup where Flexibility was inhibited by large Changeover times and extensive size of variables to be handled to Optimize Planning (Difficult task for a Human Brain to manage without an intelligent system). So the need to create a system which has requisite intelligence to handle thousands of variables and multiple constraints to optimize planning while minimizing the Cost.
- Hiring of additional manpower was a big challenge because of location constraints and addition of a shift was an expensive proposition; hence improving manpower productivity and machine utilization were the only way to improve plant throughput.
- ERP (BAAN) was partially functional and had its own limitations of doing finite Capacity Planning

Value Addition

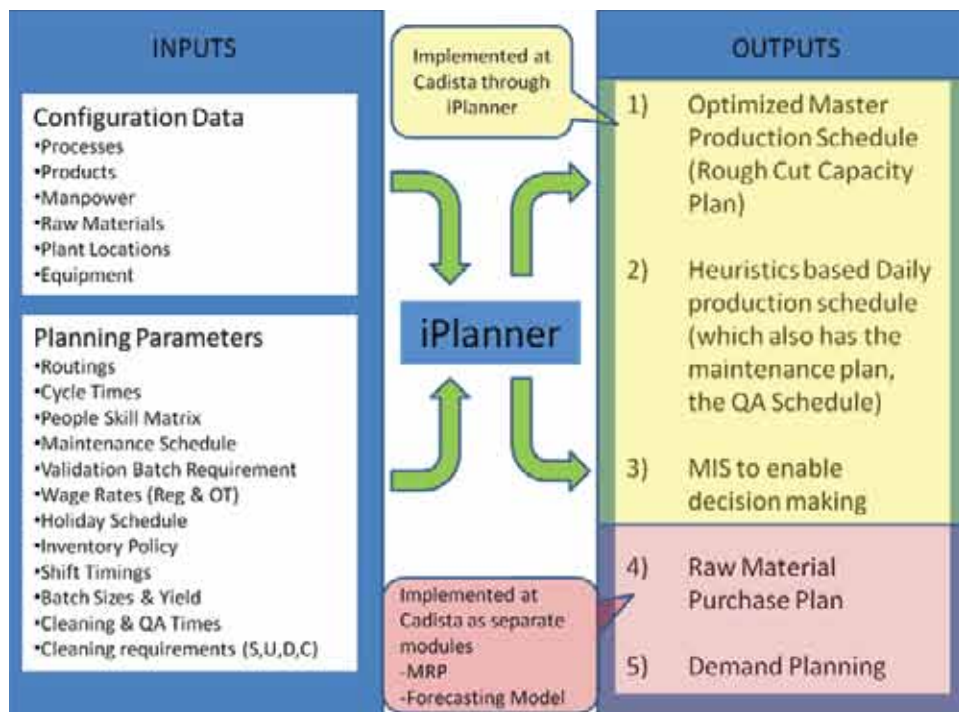
The planning framework required under this scenario needed something like an APO (Advanced Planner and Optimizer). However creating such a complex system for under 100 million dollar company with no SAP implementation was not possible. To address these intricate needs, i-planner was developed as a spreadsheet based solution. It was drawn as an extension to our attempt at dynamic capacity simulation, "Dynamo" @ Jubilant HollisterStier CMO. The objective of the solution was to develop optimum production plan and schedule, which will enable the process of Sales & Operations planning to resolve issues which were causing low on-time delivery performance (OTD), customer backorders, inventory imbalance & low manpower productivity.





i-Planner:

- All the key processes like Resource Planning (Equipment & Manpower), Manufacturing, QC, QA, Warehouse, Dispatch etc were thoroughly mapped for capacity calculations and an integrated model was built which depicted the output flow from one process to another and helped understanding the bottlenecks in the entire value stream.
- This model was loaded with next 24 months demand-forecast to understand load on various processes and inventory movement. This model also created what-if scenarios with different demand projections & various assumptions.



- This model was completely an indigenous design with Visual Basic (VB) programming and utilized open source (CBC) solver which ran the Linear Programming Model and heuristics to throw-out various what-if scenarios and created the optimized operations plan in-line with sales requirement.
- i-Planner had the capability to perform strategic (long term; 2 to 5 Yrs), tactical (3 to 12 months) and operational planning (daily planning) all under the same hood.
- i-Planner could identify different Bottlenecks (both Man and Machines) across different months that should become targets for debottlenecking.
- It handles more than 60000 variables and multiple constraints and has been developed at a fraction of the cost of an APO which normally cost anywhere from \$0.5 Mn to \$1 Million to any organization.
- The Solution has been developed and implemented within a few months which is far lesser to the time and effort consumed by similar products available in the market.
- Any future SAP implementation will get significantly accelerated and effective since all Blueprinting along with Optimizer is available.

What started with a small simulation in the CMO business has now become a mature solution in itself. It replicates the ability of advanced planning systems and has additional features which make it superior to most systems currently available in the market.



i-Planner:

Delivering Value

Today the business is able to consistently meet the customer demand with

1. > 98.5% OTD (On-time delivery) levels within 72 hrs window
2. Manpower productivity improvement by 7.8%
3. Backlog reduction by 94.6%.
4. The system helped the planner who used to spend 90% of her time in optimizing the current schedules manually to look out further into future and analyze multiple scenarios in a highly dynamic business environment.

It was an innovative tool which helped in identifying Constrains in future. Instead of doing a post mortem on what went wrong last month, the Operations team could focus on future challenges. It helped the company to commit realistic dates to the customers thereby improving our reliability and brand image.

i Planner - Value Proposition

- 1) Uses an open source solver to perform optimization when making the MPS (Master Production schedule).
- 2) Tracks inventory at every process at a daily granularity.
- 3) Calculates Manpower utilization and Capacity utilization at each equipment level with an insight into future
- 4) Works with MS Excel as the interface which makes it easiest possible UI (user interface) to work with since excel is commonly used
- 5) The statistical Forecasting model & Material Requirement Planning (MRP) model were integrated within this framework to help optimize

Way Forward

The path forward in this implementation is the collaborative engine, being deployed on Microsoft platform. This engine will allow multiple users to give simultaneous planning inputs and generate use cases as per the requirement of their functions. The granularity from a day to a couple of years can all be accommodated in the same platter. The team involved in this development is a cross functional team consisting of representation from sales, operations, planning, supply chain, maintenance and IT specialists. The adoption of the tool was quick because of its simplicity, and we plan to replicate this across other businesses as well.

External Recognition

This project was conferred with 'Best Innovative Continuous Improvement Project Award' at the 12th Annual Lean Six Sigma and Business Excellence Conference of International Quality and Productivity Centre (IQPC), held in Singapore in June 2011.

- IQPC is a 22 years old consortium which leverages a global research base of best practices to produce an unrivalled portfolio of Business Transformation & problem solving using structured improvement methodologies.
- More than 150 companies participated in this Global Management

Contributed by : Kulbhushan Gupta
Senior VP - Business Excellence



Jubilant Chairmen's Annual Awards takes off

Jubilant Life Sciences took a giant leap towards Recognition and Reward by introducing the Chairmen's Annual Awards Initiative. 79 Jubilant Stars shine their brightest to vie for the highest global accolades of the Company.

Chairmen's Annual Awards 2011-12 is the global recognition platform for all employees of Jubilant Life Sciences and its subsidiaries across the globe. The initiative aimed at building a culture of employee appreciation and encouragement will give them a sense of pride and achievement and a feeling of belongingness to Jubilant Life Sciences family. This forum is expected to strengthen employee bonding and enhance their performance and commitment to the Company's overall objectives. The initiative rolled out earlier with support and encouragement from the leadership team drew a strong response from all participating units. The awards committee has received an overwhelming number of 79 nominations across categories from locations across the world.

The initiative aimed at recognising and rewarding innovations and achievers of the Company invited nominations from Jubilant Life Sciences (Global) including:

- All locations of Jubilant Life Sciences in India
- Drug Discovery and Development Services business, including Biosys, Chemsys, Clinsys, India and USA
- Jubilant Life Sciences (North America), including Cadista, Hollister-Stier, Draximage,
- Jubilant Industries (JIL) as it was demerged late last year

We congratulate all 79 nominees for making it to this platform... we believe they are great achievers having made it to this platform.

We wish Best of Luck to all and May the Best Ones Win!!

There are thirteen awards across 3 categories to compete for:

Emerging Talent Award:

Objective: To applaud 'Top 8' emerging, talented and promising employees in the company for their skills and accomplishments in preparing them to become 'Leaders of Tomorrow'

Achiever of the Year Award:

Objective: To applaud the 'Top 2' individuals across the organization who have made exemplary contribution to the business during the year while demonstrating outstanding leadership competencies

Innovator of the Year Award:

Objective: To applaud 'Top 3' teams across the organization which have implemented a breakthrough business solution/innovation during the year.

The review process includes three levels of screening:

Initial Screening by HR

Level I – Review by an independent panel of judges comprising EDs, CEOs, and Functional Heads.

Level II – Review by CMD/CCMD for the final decision.



AWARDS Celebration held at Corporate Office

On August 18, 2011, **Mr. R. Sankaraiah, ED - Finance**, addressed all employees at the Corporate Office and stressed on the importance of promoting a culture of appreciation and the critical role played by the new Rewards & Recognition initiative in this direction. He was speaking at the Applause Awards ceremony and was joined by several other members of the Senior Management. **Stars of the Month for Feb – April 2011, were happy to be felicitated at the occasion.**

The Awards were given by Mr. R. Sankaraiah, Mr. Pramod Yadav – CEO, Advance Intermediates and Nutritional Products, Mr. Vimal Kulshrestha - Senior Vice President & BU Head - Ethanol & Speciality Gases, Mr. Anurag Roy - Growth Unit Head, Advance Intermediates, Mr. Ranjeet Singh - Associate Vice President - Sales & Marketing, Mr. Vivek Anand Das - GM, M&A and Strategic Business Development –DDDS, Mr. Chandan Singh – President, Acetyls and Ethanol. Mr. Blesson George, Head Business HR, thanked everyone present.



Congratulations to all the winners!!!

STARS OF THE MONTH – FEBRUARY – APRIL, 2011

Procurement

Manmath Kumar Mishra & Ashish Rastogi

Both of them have demonstrated effective coordination & chartered a detailed action plan with the suppliers/plant/respective business units to accomplish the task of salvaging the packing material (worth Rs. 18.60 lacs) that was deemed not useable due to the demerger and creation of Jubilant Industries. Packing material worth Rs. 15 lacs has already been salvaged till February 2011.

Human Resource

Mukesh Singh Bhaduria

He has been instrumental in releasing the much awaited car lease policy for JLL, JIL and Jubilant Enpro. Has worked with internal (HR, Finance and Legal) and external stakeholders (Leasing Company) to align interests and ensure all loopholes are closed from all ends for a successful implementation. It has been one of the key drivers for employee satisfaction & motivation as it has a huge tax saving potential for employees.



Acetyls & Advanced Intermediates

T N L Venkateshwararao

Has played a major role in executing the strategy of price revision. There were sudden changes in the prices of Acetic Acid on account of Force Majeure declared by the suppliers which impacted costing of the finished products. Prices were increased for the product in March but it was very difficult to supply the pending orders / contract orders at previous prices. In the south, where most of the reputed corporate customers are based it is not possible to get away without supplies and look for change in prices after taking the orders. So, a strategy exclusive to these customers was made. The matter was taken up at a different level and finally was able to convince the customers to revise the existing orders.

With all such efforts, prices were revised upwards for Ethyl Acetate for existing orders amounting to additional benefit of Rs. 52 lacs in March. Further, TNLV Rao also made HIGHEST EVER collection of Rs. 23.47 Crores in March'11 which is also a remarkable achievement.

Acetyls

P D Nandkumar

He has accomplished the task of maximizing the sales of AC2O.

Stock of 2000 mt of Ethyl Acetate that was being held up at the port had to be dispatched as bulk export of 1000 mt each to Turkey and Italy. Task was to coordinate change of shipment for Turkey and manage both (Turkey & Italy) the consignment loading in same ship arrived on the same day. Due to downward trend in Paracetamol prices and no production of Acephate, the AC2O sales were under pressure.

Ship was to touch jetty in afternoon of 30th April and total 2kt material had to be loaded on the same day i.e. 30th April. Ship was to load Ethyl Acetate; he managed with SGS and shipping agency and got approval for 1st loading. Also, Completed the loading by 2320 hours on 30th April. After that coordinated approvals from customers to issue BL of 30th April. He has managed the highest ever sales of 977 mt of AC2O in such situation which was an achievement and also the month end inventory was minimized.

Strategy

Abhishek Yadav

Abhishek has consistently delivered on several projects despite time & business constraints. His contribution to strategy & mergers & acquisition study has been instrumental.

Created concept notes on upcoming health-care models and market intelligence on Private Equity investments and M&A with minimal support. His ability to drive initiative independently in various M&A has helped to initiate discussions at top level. Has time and again shown eagerness to continuously learn new things and to deliver.



APPLAUSE gains momentum across plant locations

Over the last few years, Employee Engagement at Jubilant Life Sciences has gained momentum with Applause – a Rewards and Recognition initiative introduced in December 2009. The four categories of Applause Awards – Spot on Nominations, Star of the Month, Outstanding Team Nominations and Mission Directed Team awards are fast gaining popularity.

Spot on Nominations: In the period between Jan-July 2011, the Company announced 334 Spot on Award Winners from manufacturing locations. Gajraula rewarded maximum employees under this category with 56% winners coming from this location. Other locations who have used these awards to encourage and motivate people are Nira with 21% of the total winners, Roorkee with 17.6%.



Nanjangud and Savli have to increase the frequency while other locations need to catch up on this front.

Star of the Month: Between Jan-July 2011, the Company received 27 nominations from various plants for 'Star of the Month' of which 15 nominations were selected as winners. Nanjangud leads the pack with all 8 winners, followed by Nira with 3 winners and Gajraula & Savli with 2 winners each.

Outstanding Team Nominations: During Jan-July 2011, the Company received 15 team nominations under this category, out of which 7 teams won the awards. Gajraula and Nanjangud had 3 winning teams each while from Nira 1 team took the award.

Mission Directed Teams (MDT) Awards: So far 3 teams from Gajraula and 3 from Roorkee have received MDT awards.

It is quite heartening to see these awards being used effectively to create a motivational environment that is full of excitement and fervour. We look forward to greater participation in this initiative, let's use Applause to applaud maximum number of our people at all our locations.

Congratulations to all the winners and all the best to the others to make it to the next round of Applause Awards.



Introducing



For a global company like Jubilant, data accessibility and updations on a real time is extremely critical and challenging. HRIS and NEON are two tools developed by Corporate HR to address this need of employees by making data more accessible at anytime from anywhere through online and offline modes.

New Employee Onboarding (NEON) is an initiative of the Company to make joining formalities and orientation of new employees to Jubilant's culture and processes available through online modules. It is designed with the aim to make the new employees feel at home from day one of their joining.

Four stages of NEON

1. Pre-Hire - Link for e_joining & onboarding.

- Online joining formalities and employment Forms
- Auto triggers sent to
 - HR ~ Joining date confirmation
 - IT ~ Computer Requisition
 - Admin ~ Desk Space Requisition & much more.
- Introduction to the Organization.
- Information on Pre Hire Medical Test & Affiliated Labs.
- Comprehensive info about locations & facilities like schools etc.



2. E-Learning Module – E-enabled employee induction.

- Fills the two months gap of New Joinee classroom Induction session.
- Comprehensive training module, provides detailed and all the necessary information to new joiners :



- Introduction to Jubilant Group, its vision /mission
- Information on important financials & milestones
- Introduction to top management
- Detailed information on various Businesses / functions / R&D & manufacturing units of JLSL as well as its national & international subsidiaries.

- Interactive, engaging, self-paced & easily accessible 3 hours course, can be taken at convenience.
- Accessible (On demand) to new joiners of DDDS & International subsidiaries.

3. Revamped Handbook - Gives a fresh flavour of the organization & talks about:

- Policies & Practices.
- Forms & Important Touch points

4. Post Hire ~ Tracking the new hire experience

- Feedback to be taken on 8th hour, 8th day & 8th week from the new joiner.
- Data collected & analysed and shared within HR team for corrective measures, in case any.



HR Training Initiatives at Jubilant Life Sciences

For a global enterprise like Jubilant, operating across diverse markets and categories, it is very critical to keep all the employees up-to-date for maintaining that competitive edge in the market. The Corporate HR has launched many initiatives to help the employees stay abreast with global trends and developments. In that endeavour, three flagship theme based programs of the Corporate Annual Training Calendar were launched in the month of August 2011:



Situational Leadership-II:

In a highly volatile global economy where global corporations are constantly reinventing themselves to stay ahead, the role of a team leader is seeing a transition from being a boss, evaluator, judge and critic to the role of a partner, facilitator, cheerleader, supporter and coach for optimum output from teams. About 18 people from various locations and group

companies had participated in the first batch of the program in August. The second batch is being done in September 2011.

Managing with Impact:

Jubilant has a global workforce of people from different geography and ethnicity, it is therefore extremely critical for people managers to be able to manage them well. The program focuses on softer issues of leading and management like Leadership Communication, Influencing, Performance Dialoguing, Emotional Intelligence etc. It helps in determining where and how one can grow, and helps in achieving lasting personal and professional improvement. About 20 people from various locations participated in the first batch in August. The second batch is being conducted in September 2011.

Emerging Leaders for Manufacturing Excellence:

The program aims at holistic development of people by equipping them with knowledge of latest technologies and skill-sets required for their overall grooming as technical and general management experts to be leaders of tomorrow. The 10 day program comprises of five independent modules spread over a period of six months and focuses on five critical areas – Technology, Operations Management, Financial Acumen, Regulatory Awareness, Environment, and Health & Safety Aspects. First Module on 'Business Acumen & Financial Analysis' was launched at Gajraula and Nanjangud for identified employees in the level 10 to 12A.





Har Angan Mein Ped

– An Initiative Led By Jubilant Bhartia Foundation - Muskaan Schools Planted more than 35000 trees within a month

United Nations Environment Programme (UNEP) observed World Environment Day on 5th June 2011 across India, this year's theme was "Forests: Nature at Your Service".

On this Occasion 'Har Angan mein Ped' an initiative by Jubilant Bhartia Foundation (JBF) was rolled out to drive this message to the wider communities. **The program was inaugurated in Kapasan, Rajasthan by Mr. Hari S. Bhartia, CCMD, Jubilant Life Sciences.** In order to educate & sensitize children the future of the nation on the issue the initiative was extended to over 78 Muskaan schools across locations, Gajraula, Nira, Samlaya, Roorkee and Nanjangud with the help of respective plant heads. Each student was given two saplings to grow & nurture thus making the initiative sustainable.

JBF - Muskaan schools and its students played a pivotal role in propagating the message about environment and its concerns.

The program was highly successful as it drew a huge participation from all.





Jubilant Bhartia Foundation (JBF) Organizes awareness drive against Malaria

At Nanjangud, Karnataka, Jubilant Bhartia Foundation, in association with Anganwadi Centre of Geekalli, Geekalli Hundi and Primary Health Centre, Hedathale, organised an awareness program on how to eradicate Malaria. On June 7, 2011 at Anganwadi Centre, Geekalli. Mr. Venugopal, Block Health Education Officer, Primary Health Centre, Hedathale and Dr. Shivarudrappa, Community Medical Officer, Jubilant Bhartia Foundation together addressed the gathering and explained to them the various means that spread malaria. They highlighted the importance of sanitation and hygiene, and the preventive measures to be taken to avoid spread of Malaria, types of fever and its treatment.

21 anganwadi women volunteers attended the workshop from three different Anganwadi centres. The volunteers would be further communicating the message on the symptoms, cure and methods of preventing mosquito breeding.

Dr. Shivarudrappa, Community Medical Officer, JBF said **“We are confident that these programmes would benefit the local population immensely and help them fight Malaria effectively”**.



Supports initiatives to reform women inmates of Tihar Jail

On the occasion of Raksha Bandhan, JBF teamed up with Dr Kiran Bedi's - India Vision Foundation to organise an exhibition of the Rakhis made by the prisoners on Jubilant Premises. The two day long exhibition was heartily supported by Jubilant employees, resulting in a sale of more than fourteen thousand rupees.



Rakhi Stall at Jubilant Life Sciences Corporate Office - Noida

Organizes Mother-Daughter meets (Maa-Beti Sammelan) in Muskaan Schools in Singhpur, U.P. to get more girls in classrooms

Jubilant Industries, Singhpur has been working for socio-economic upliftment of the rural community through Jubilant Bhartia Foundation. Under our Educational Support Program named 'Muskaan', we have supported Government Primary schools at Singhpur in 2008, to strengthen the educational system in the new schools have been added in the rural schools. This year four Muskaan project namely PS Girls, Singhpur, UPS, Bhawrakiya, PS, Baggakheda and PS, Narela with an objective of bringing them to the level of model school.



Maa-Beti Samelan in progress

Every year a Govt program named 'Maa-Beti Samelan' is organized just before the commencement of the new session in order to track the LODOs (Left Outs and Drop Outs) and to bring them back to the main stream of education.



Free Diabetes Check Camp



Diabetes Camp at the Corporate Office

A healthy workforce is the key to a healthy company. On August 24, 2011, a diabetes camp was organised by Corporate HR in association with Max hospital. More than 100 employees availed the facility. Besides the diabetes check up, the HR & Max Hospital staff shared valuable tips for prevention and control of diabetes.

Five Tips For Taking Control

Changing your lifestyle could be a big step toward diabetes prevention.

Tip 1: Get more physical activity

Tip 2: Get plenty of fibre in your diet

Tip 3: Go for whole grains

Tip 4: Lose extra weight

Tip 5: Skip fat diets and make healthier choices

Income Tax 'Filing at Work' initiative receives good response.



Tax filing counter at the corporate office

This year saw 20% hike in employee participation across locations over last year.

Filing IT returns at work saves a lot of time and offers convenience to employees. This year more than 1140 employees availed of this benefit, a growth of 20% over last year, across locations. The facility was extended to employees of Gajraula, Head office and branches, Roorkee, Chittorgarh, Nira, Savli and Nanjangud.

This initiative was brought to us by the HR Payroll Team.

**Thankyou Payroll Team...
Keep Up the Good Work...**



Taluk Magistrate of Nanjangud declares Jubilant a CSR role model

Mr. Naveen Joseph, Tahsildar and Taluk Magistrate, Nanjangud inaugurated the Vocational Training Centre Certificate Distribution program and distributed certificates to the trainees for courses organized by Jubilant Bhartia Foundation promoted by Jubilant Bhartia Group. In his speech, he mentioned that small and large scale



industries should adopt and cultivate the culture of sharing their profits for community development programs along with their routine business. In continuation of his speech, he mentioned that, Nanjangud is the only taluk in his district to have several industries. He said that each industry should adopt at least one or two villages & schools in the surrounding industrial areas; it will make remarkable changes in the overall development of Nanjangud. He added that in this context, Jubilant Bhartia Foundation acts as a role model for the other industries to follow the initiatives of the foundation.

Program Chief Guest Mr. Biswajit Mitra, Sr. Vice President, Jubilant Life Sciences Ltd., addressed the audience and assured that Jubilant Life Sciences will continue to support its communities and is committed to make 'Nanjangud' a model town in the state. The Vocational Training Centre pass outs have been enabled to become entrepreneurs.



He said, he wanted to personally guide & support the best three trainees for their future business.

Mr.Srinivas Shakapur, Mr.S.K.Varma, Mr.Rajashekar, JSS Training Centre, Nanjangud also addressed the program.

Certificate Distribution Program was inaugurated by Mr.Naveen Joseph, Tahsildar and Taluk Magistrate, Nanjangud in presence of Mr.K.B.Mahesh, Principal, JSS College, Mr. Biswajith Mitra, Mr.S.K.Varma, Mr.Srinivas, Mr.Ravi from Jubilant Life Sciences.

Congratulations to Team Nanjangud for this Commendable Achievement !!!

Gajraula observes **Vishwakarma Pooja** in September 2011



On September 17, 2011, all employees at Gajraula plant celebrated Vishwakarma Day. A religious pooja was performed under the supervision of Mr. Vinod Trivedi, Senior Vice President and Unit Head, Jubilant Life Sciences and Mr. Yogendra Nath Sharma, Associate Vice President, Jubilant Industries.

The entire community at Gajraula together prayed for peace and prosperity of the Company. The District Magistrate of J.P.Nagar, Mr. Abhay also joined in the prayers & celebrations.

Post the pooja, cultural and sports events like Cricket, Kabaddi, Football, Tug of war, Athletics etc were held which saw participation from a large audience.





Nikhil Mehta - 'Star in Jubilant family'

Nikhil shot to national fame with a TV commercial 'Shubh Aarambh' for Cadbury's chocolate brand. Since then, for this 18 year old boy, there has been no looking back.

Nikhil started his career in Mumbai at an early age of 16 years after training at New Delhi's Gandharva Vidyalaya for music and Shiamak Davar Institute of Performing Arts (SDIPA) for dance.

Nikhil has also worked on two youth centric shows – Ishaan (Disney) and Parindey (Channel V).

He is the son of Mr. Ravindra K. Mehta, Deputy General Manager (Legal) at Jubilant Life Sciences Ltd.

Nikhil, we are very proud of you and wish you all the very best for your future endeavours.



Brands endorsed by Nikhil

- ◆ Cadbury
- ◆ Ibibo
- ◆ Big Babol
- ◆ Micromax Mobile
- ◆ Aroma Mobile
- ◆ Airfone Mobile





Jubilant FoodWorks AGM held at Noida

Speaking at the 16th AGM of Jubilant FoodWorks, **Chairman Mr. Shyam S Bhartia**, highlighted the performance of the Company focussing on the product and marketing innovations that enabled the Company to deliver value for its stakeholders. He also shared the future growth plans of the Company with respect to Dunkin Donuts outlets that the Company intends to open in India. The Company is confident to script yet another success story through Dunkin Donuts alongside expanding the reach of Dominos in India and the neighbouring countries.



Mr. Shyam S Bhartia – Chairman, Jubilant FoodWorks Ltd. and Mr. Hari S Bhartia, Co-Chairman, Jubilant FoodWorks Ltd, seen at the AGM accompanied by other Board of Directors of the Company

Jubilant Industries AGM held at Gajraula

The 5th Annual General Meeting of Jubilant Industries was convened at Gajraula, U.P. India on August 23, 2011 was **presided by Mr. Hari S Bhartia, Chairman, JIL** accompanied by the Board of Directors of Jubilant Industries. For the first time, the Chairman **shared the performance of Jubilant Industries Limited a focused Agri and Performance Polymers Company, exclusively with the shareholder.**

He shared the Outlook for FY 2012 with the gathering, where he mentioned that **the Company is confident of continuing the growth story backed by good performance across businesses.** Agri products business is expected to continue growth with higher capacity utilization and enhanced distribution reach. Under the Performance Polymers segment, consumer products would grow with higher penetration through distribution channels. Good order book bodes well for the Solid PVA business and debottlenecking would yield growth for the Latex business.



Mr. Hari S Bhartia – Chairman, Jubilant Industries, accompanied by the Board of Directors of Jubilant Industries Limited at the 5th AGM of the Company.

For FY 2011, Mr. Bhartia announced a dividend of 30% that will result in a pay-out of Rs. 28 million including Dividend Tax.

He ended his speech by thanking all the stakeholders present for their continued support to the Company.



The First Annual and Sustainability Report of Jubilant Industries Published

In July 2011, the Company released the First Annual Report and Sustainability Report as Jubilant Industries Limited; post the Demerger and Amalgamation last year. Today, Jubilant Industries Ltd. is the flagship Company of Agri and Performance Polymers business of the Jubilant Bhartia group. The Company's diversified portfolio includes a wide range of Crop Nutrition, Crop Growth and Crop protection Agri products and Performance Polymers products comprising consumer products like adhesives, wood finishes; food polymers and latex such as Vinyl Pyridine, SBR and NBR latex.

This year the Company has taken another Green Initiative – of developing e-report of its Sustainability Report in order to save paper and trees. Electronic CDs were circulated along with the Print Version of the Annual Report which is a statutory requirement. However a large no. of shareholders who had agreed to accept the soft copy of the Annual Report were e-mailed the report thus cutting down on the printed copies.

Both these reports have been very well received by the stakeholders.

The FY 2011 Revenue of Jubilant Industries stood at Rs. 5540 Million, EBITDA stood at Rs. 468 Million and Net profit was Rs. 286 Million. The Agri Products posted revenue of Rs. 2613 Million, Performance Polymer posted a revenue of Rs. 2571 Million while the rest came from the other business segments.



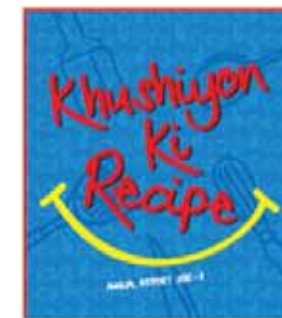
Annual Report 2010-11



Sustainability Report 2010-11

Jubilant FoodWorks captures Khushiyon ki Recipe in its Annual Report

For Jubilant FoodWorks, food is not just their business but an opportunity to deliver Happiness! The Company is passionately engaged in the business of creating happiness and Jubilation for all its stakeholders. Its success can be attributed to the unique recipe that they have mastered over the years which includes innovative business strategy and robust execution. This flavour of success through happiness is reflected in their Annual Report FY 2010-11.



Annual Report 2010-11

For the year the Company reported total income of Rs. 6803 Million, EBITDA of Rs. 1201 Million and PAT of Rs. 720 Million. For FY 2011-12, the Company is looking forward to scripting another success story with the launch of Dunkin' Donuts stores, a leading international brand coffee and baked goods. Looking forward to many more Dominos Stores with many more product innovations!

For Q1 FY 2012, as per Company's results released on August 11, 2011, Jubilant Foodwork reported Net Sales of Rs. 2168.64 Million and Net profit of Rs. 231.67 Million



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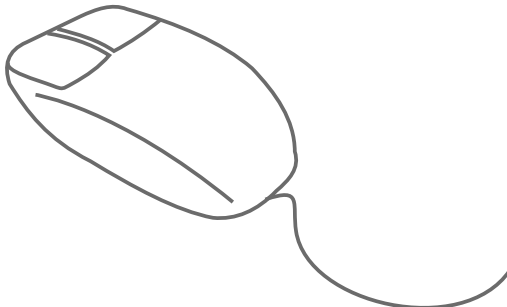
“Khushiyon Ki Home Delivery” now available through Online Ordering Service Nationally

Domino's Pizza, became the first brand in the food service industry to launch Online ordering service nationally. With the move, the Company is all set to make the Pizza Ordering experience more convenient for a large and fast growing population in India. The Online mode will allow customers to pay by 'cash on delivery' or 'credit card', 'debit card', 'net banking' or 'mobile cash card' for their *hot n piping pizzas*.

Online features offered by this innovation are:

- Consumers can place order without registration
- Login is optional & could be done with mobile number and password or social media logins like Facebook and Yahoo
- Save past orders and delivery address for quick ordering
- Complete control and visibility of orders and coupons
- Customize pizzas as you want
- All possible payment options-cash on delivery, credit card, debit card, net banking, mobile card
- 30 minutes delivery guarantee

So what are you waiting for... log on to www.dominos.co.in


New Butter Scotch Mousse Cake Launched!

The new Butterscotch mousse cake is a unique cold dessert with layers of fluffy butterscotch cream and dark chocolate cake, with crunchy chocolate chunks on top. At MRP of Rs. 59, the new dessert from Domino's is certain to delight customers with its sensational taste and attractive pricing.



Jubilant Industries Limited receives the prestigious 'Corporate Leadership Award 2011' at the 4th Agriculture Leadership Summit 2011

Jubilant Industries Ltd (JIL) received the prestigious 'Corporate Leadership Award 2011' at the 4th Agriculture Leadership Summit 2011 held in New Delhi on September 14, 2011. The National Awards Committee, Chaired by **Prof. MS Swaminathan, renowned scientist and MP (Rajya Sabha), who pioneered India's Green Revolution**, along with 15 eminent members chose Jubilant Industries (JIL) as the winner of this award based on Company's consistent business performance and contribution to agri sector.

Mr. Ananda Mukherjee, CEO and Director, JIL received the award at a glittering award ceremony held amidst eminent panellists like **honourable Sh. Salman Khursheed (Law minister), Sh. Harish Rawat (Minister of State for Agriculture), Sh. Balram Jhakar (Former Lok Sabha Speaker)** and many more.

Jubilant Industries Limited was applauded for its consistently strong business performance in providing quality products and services to the farmers and undertaking extension activities, Corporate Social Responsibility activities and addressing environmental concerns of the sector successfully.

The 4th Agriculture Summit deliberated on 'Policy Reforms for Farm Growth' and was attended by key stake-holders of Indian agriculture, horticulture, agribusiness, polity, industry, government, farming, research and development. It also saw experts from the international community coming together on a common platform to share their vision of global issues, Indian agriculture and agribusiness.



Mr. Ananda Mukherjee - CEO and Wholetime Director and Mr. Challa Narasimha Reddy, Business Unit head, Agribusiness, Jubilant Industries Limited, receiving the award from Sh. Harish Rawat, Minister of State for Agriculture, in presence of Sh. Salman Khursheed, Law minister, Sh. Balram Jhakar, Former Lok Sabha Speaker and Mr. MJ Khan, Chief Editor, Agriculture Today.

Hearty Congratulations!! Mr. Mukherjee and your entire Team. Thank you for bringing this honour to the Jubilant Bhartia Group. We wish many more accolades for Jubilant Industries!!!

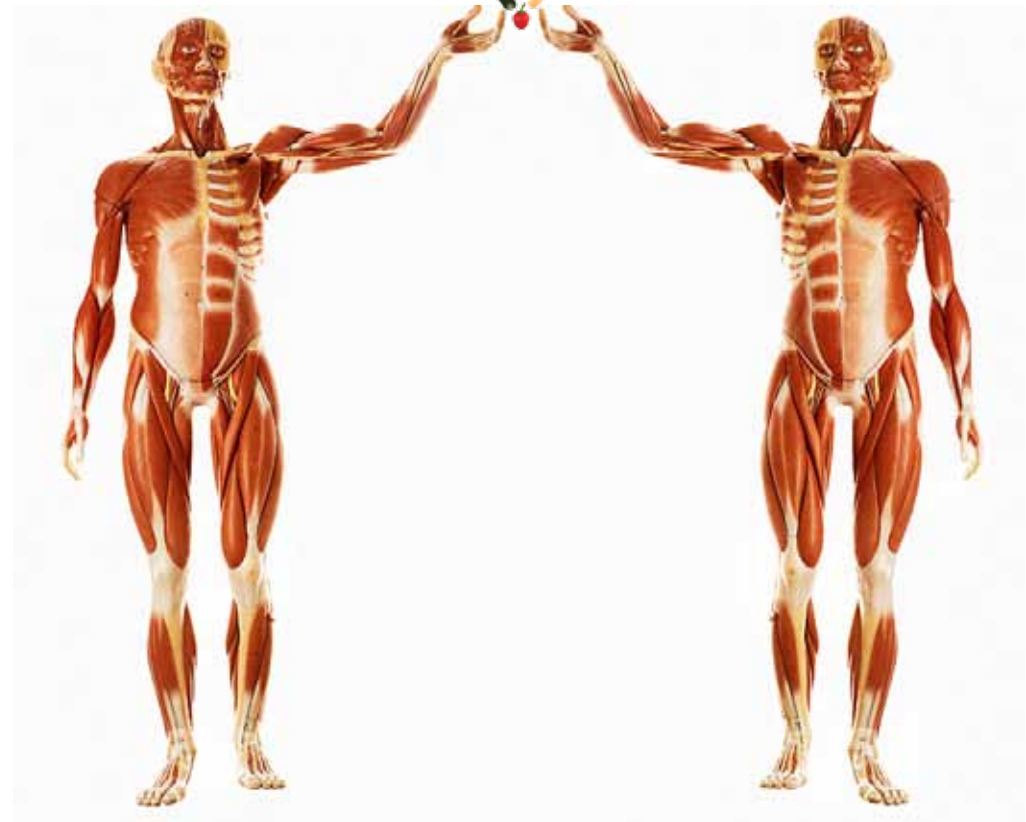


Healthy Eating - Healthy Muscle!

Fueling your workouts takes a combination of healthy carbohydrates and protein. Protein is important to build and repair muscles. Carbs provide the energy to fuel fitness. You can't eat protein and expect it turn to muscle. "Pull protein into muscles with exercise.

Experts recommend these muscle-friendly foods:

1. **Fruit and vegetables** - are the foundation of all healthy diets, providing fiber, vitamins, minerals, and fluids. Vegetables contain small amounts of protein.
2. **Low-fat dairy** - provides high-quality protein, carbs, and essential vitamins such as vitamin D, potassium, and calcium. If you are lactose intolerant, you may tolerate yogurt with active cultures.
3. **Lean meat** - Great source of protein, iron for oxygen transport to muscles, and amino acids including leucine, which trigger for muscle growth.
4. **Dark-meat chicken** - Boneless skinless chicken is good, but go dark and increase iron by 25% and three times the zinc for a healthy immune system.
5. **Eggs** - Eggs contain all of the essential amino acids and half the protein is in the yolk with other important nutrients like lutein for eye health.
6. **Nuts** - Unsalted raw or roasted are a good source of protein that also contain vitamins, antioxidants, fiber, and healthy fats.
7. **Beans and whole grains** - These quality carbs contain small amounts of protein for energy and muscle repair, along with fiber, vitamins, and antioxidants.





Trivia - Volume 6

1) Who declared Jubilant Life Sciences as one of the Top 10 Global Pharma outsourcing contract manufacturers?

2) Name the visionary, who sowed the seed of Indian Pharma & Biotech R&D?

3) Which plant received the Japanese PMDA certification recently?

4) Who declared Mr. R. Sankaraiah as 'CFO Asia 2011'?

5) Which global Rewards & Recognition program was launched recently?

6) What is the theme of this year's Annual Report of Jubilant Life Sciences?

7) Which two Businesses have signed long term contracts recently?

8) Name three collaborators of Jubilant in Drug Discovery and Development?

9) For which two products US FDA approvals were received recently?

10) Which are the four pillars of 'Vision 2014' ?



Symphony: Developed by Team CMC

Edited by: Seema Ahuja

Inputs by:

Sudhakar Safaya,
Tilak Chowdhury
Amit Sharma

Supported by:

Ganesan Krishnan
Kumar Arpit

Other Contributors :

Aaron Dsouza
Diptatonu Biswas
Lalit Jain
Manoj Sharma
Mona Aggarwal (JFW)
Neha Mittal
Palak Singh
Rajat Malhotra (JIL)
Sandeep Kumar Shaw (JIL)
Santosh Roy
Srinivas Shakhapur
Umesh Mehta
Vivek Prakash

Send your response to : symphony@jubl.com by October 31, 2011

Ten Lucky Winners to get Surprise Gifts !

Feedback to :
seema_ahuja@jubl.com